

The North Carolina Advisory Commission on Military Affairs

Strategic Plan Update Report

2013



All images are from the military branch official websites

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North Carolina Advisory Commission on Military Affairs

Commission Members

Dr. Freda Porter, Chairwoman, Pembroke*
Michael K. Alford, Jacksonville
LTC (Ret), Robert Anderson, Fayetteville
Jimmy Sanders, Havelock
Charles S. (Spence) Campbell, Hendersonville
Dr. Phillip Carter, Raleigh
BGen (Ret) Paul Dordal, Fayetteville*
Jimmie Edmundson, Goldsboro*
Terry Henderson, Raleigh*
Dr. Ron Lingle, Jacksonville*
Hon. Wesley Meredith, Fayetteville
James Norment, New Bern
Fran Perez-Wilhite, Charlotte
Ralph W. (Pete) Peters, Raleigh
Daniel (Sonny) Roberts, New Bern*
Ben W. Seegars, Goldsboro
Fred Smith, Yanceyville
Henry C. Smith, Goldsboro
Frank Stewart, Shelby
Larry Tinney, Fayetteville
Steve Wangerin, Jacksonville*

* Denotes Strategic Plan Update Committee Members

Commission Advisors

F. Doug Phelps COL NC ARNG (Ret.) Advisor NCACMA
John Nicholson, Col (Ret.) USMC, Military Advisor, Office of the Governor

Ex Officio Commission Members

Secretary Tony Tata, Department of Transportation
Secretary Sharon Decker, Department of Commerce
CAPT Donald E. Culkin, US Coast Guard, Elizabeth City;
Hon. Lieutenant Governor Dan Forest, Raleigh;
COL Jeannie Leavitt, Commander, Seymour Johnson AFB
Secretary John Skvarla, Department of Environment & Natural Resources
S. Ellis Hankins, League of Municipalities, Raleigh
Col Mitchell E. Cassell, Commanding Officer, Marine Corps Air Station, New River
BGen Thomas Gorry, Commanding General, Marine Corps Installations East, Marine Corps Base Camp Lejeune
MG Gregory A. Lusk, Adjutant General, NC National Guard, Raleigh
Lisa Nolen, Association of County Commissioners, Raleigh
Dr. R. Scott Ralls, NC Community College System, Raleigh;
Thomas W. Ross, President, Consolidated University of North Carolina, Chapel Hill
COL Jeff Sanborn, Installation Management Command, Fort Bragg
Timothy E. Wipperman, Veterans Affairs, Raleigh
Secretary Kieran Shanahan, Department of Public Safety, Raleigh
COL Philip J. Zimmerman, Commanding officer, Marine Corps Air Station, Cherry Point
COL James E. Rupkalvis, Commander, Military Ocean Terminal, Sunny Point [Invited participant]
CAPT Anthony Popiel, Sector NC, US Coast Guard, Wilmington [Invited participant]



NORTH CAROLINA ADVISORY COMMISSION ON MILITARY AFFAIRS

MESSAGE FROM THE CHAIR

North Carolina, through its state and local leaders, citizens, communities and businesses has a strong commitment to support its military bases, service members and their families. We acknowledge the vital role our military bases play and the positive impact they have on the economy of the state. We also recognize the personal sacrifice of the members of our military and their families in protecting our freedoms as well as the tremendous contribution they make to our communities.

The US Military is the second largest sector of North Carolina's economy, accounting for 8% of the gross state product, contributing more than \$23.4 billion to our economy. The military presence in NC constitutes the third largest military presence of any state in the country with six major DOD/DHS installations. The Legislature first recognized the importance of having a mindful body to advise the state on this important economic and strategic resource in 2001, when it created the NC Advisory Commission on Military Affairs. In 2012, the Governor, through Executive Order 124, reaffirmed and underscored the importance of protecting our military installations by requiring state departments to accommodate military considerations in their agency awareness, plans, and budgets.

Now in its 11th year, the Commission continues to serve the citizens of North Carolina and recognizes this commitment through its one important function: to advise the Governor and Secretary of Commerce on protecting and promoting the military presence in North Carolina. As such, the Commission gives NC a clear channel to provide direct and objective advice to the Governor without fear or favor and provides a strategic "early warning" to consider threats, challenges, and opportunities to our military initiatives and interests.

The State's goal is to be the "most military friendly state in the country" but that is easy said, hard done. It takes a constant review of the elements that contribute to a healthy climate for military activity including sustaining and growing our military installations, understanding and encouraging the economic impact the military provides, and promoting a better quality of life for military personnel and their families, military retirees and Veterans.

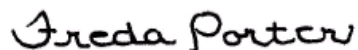
The Commission is unique in that it is the only body specifically authorized by law to advise the Governor on military affairs. The Commission is comprised of 21 voting members representing citizens across the state, specifically including the six military base communities as well as at-large public members. These individuals are appointed by the Governor, Speaker of the House and the Speaker Pro Tem of the Senate, and serve without compensation or remuneration of any kind. By statute, an additional 17 ex officio members serve by reason of their positions, and represent several cabinet level agencies, educational institutions, and the command leadership of all the state's military installations.

The Commission typically meets quarterly as a body to consider issues presented by a Commanders Council, comprised of the ranking leaders of each of the military installations in the state. Issues may also originate from state agencies, military-interest organizations and from Commission members themselves. In one of three committees, these issues are framed and vetted using knowledgeable sources and subject matter experts, from which recommendations are made to the Commission for consideration. One of the Commission's main interests is to discuss the impact of issues on military training, economic development, and quality of life and their potential for degrading the military mission.

The 2005 federal Defense Base Closure and Realignment Commission (BRAC) exercise illuminated a very competitive process for selecting installations for downsizing, realignment or closure. The possibility of a degraded military mission in the state can have the consequence of making us less competitive in federal budget decisions that affect the size, scope and impact of our installations, which in turn affects the economic return to the State.

As Chair of the Commission, I am proud of the work this body has done, and the selfless contribution of time and energy they have individually given to ensure that North Carolina continues to consider its military assets. The following Strategic Plan sets forth the goals and objectives, plans and priorities we have identified that will help ensure North Carolina is "the most military friendly state."

Respectfully,

A handwritten signature in dark ink, reading "Freda Porter". The script is cursive and fluid, with the first name "Freda" and last name "Porter" clearly legible.

Freda Porter, PhD
Chair, NC Advisory Commission on Military Affairs
April 2013

INTRODUCTION

The North Carolina Advisory Commission on Military Affairs is unique as the only organization created by the General Assembly to advise the Governor and the Secretary of Commerce on protecting the existing military infrastructure in the State, and to promote new military missions and economic opportunities.

The language creating the organization, General Statutes 127C, in addition to the various provisions outlining its duties and purposes, calls for the development of a strategic plan that supports the long term viability and prosperity of the military in this state. This legislation also requires a study of the economic impact of military affairs to the state to be prepared periodically and considered as part of the strategic plan. That impact study, last done in 2008, is currently being updated by the NC Department of Commerce. The last study pegged the economic value of the military to the state conservatively at \$23.4 billion. Moreover, defense procurement contracts in the state exceeded \$4.1 billion and businesses with defense related contracts operated in 87 of the state's 100 counties. The addition since then of significant personnel and resources transferred from Ft. McPherson, GA to Fort Bragg, NC no doubt presses that figure to an even more significant number.

All of this indicates the importance of strategic planning to protect and extend these important assets and resources to the benefit of the state and its communities. It is with that sense of responsibility that the Commission presents the following strategic plan.

The Strategic Plan Update Committee determined early to focus on a plan that tracked the unique role mapped out for the Commission in the General Statutes. In that respect, they stepped back to consider the unique advisory role of the organization and to rethink the challenge for providing advice to the governor in three distinct areas:

1. Protecting and increasing military installations
2. Increasing the economic impact of military and defense operations
3. Improving the quality of life for military personnel, families, retirees and Veterans

As an advisory group, the Commission has no dedicated or permanent staff, budget, or means to execute its decisions. It does, however, have an important and significant opportunity to meet with commanders of each of the military installations and work with them individually and as a group to identify and consider threats, challenges, and opportunities to our military initiatives and interests. That provides a valuable insight into military needs, and an important input to the Commission's work. In 2012, the Governor issued Executive Order 124 "Protecting Military Installations by Ensuring the Compatibility of State Action with Military Needs." With the addition of Executive Order 124, the Commission now has the opportunity and responsibility to work directly with state agencies, and their named liaisons to the Commission, for matters of military readiness, training and communications. In this respect, the Commission has gained reliable support for consideration and perhaps execution of some of its advice.

To these important resources, Commission members add their individual expertise, experience, statewide relationships, and sensibilities to evaluate and determine how to protect and extend our military assets in the state.

The Commission accomplishes much of its preliminary work through three working committees: Base Sustainability, Economic Development, and Quality of Life/Community Affairs (with an Education Subcommittee). Committees then feed their input to the Commission which discusses the impact of the issue in terms of military training, economic development or quality of life as well as the potential for degradation of the military mission.

Advice is given to the Governor on an as needed or requested basis and formally at least once each year.

For more information on the Commission, its organization and processes, please refer to “Commission Information and Background” at the end of this document.

The following goals and objectives are outlined as the working agenda of the Commission for the foreseeable future. The Commission anticipates that specific strategies and ways to monitor progress will be accomplished by the committees and state agencies as recommended to the Commission. In this way, the Commission can gain support and ownership for effective ways to meet the overall goal of strengthening North Carolina’s ties to its military assets.

Comments and questions about the report can be addressed to COL NC ARNG (Ret.) Doug Phelps, Vice Chief of Staff, State Operations for the North Carolina National Guard, and advisor to the North Carolina Advisory Commission on Military Affairs at franklin.d.phelps.nfg@mail.mil.

The North Carolina Advisory Commission on Military Affairs Strategic Plan for 2013-2015

GOALS AND OBJECTIVES

GOAL 1. MILITARY BASE SUSTAINABILITY

Provide advice, counsel and recommendations to the Governor on initiatives, programs, organizations, and legislation that will continue and increase the role that North Carolina's military installations, the National Guard and Reserves play in America's defense strategy and the economic health and vitality of our communities.

Objectives:

1. Protect installations and military training areas from incompatible development that could compromise military missions or preclude expansion of activities as well as impact associated economic growth and vitality of communities around the installations.
2. Seek ways and means to improve critical infrastructure that supports military installations, ranges and training areas and existing or potentially expanded missions.
3. Engage community leaders to promote networking and joint planning between communities around military installations, ranges and training areas.
4. Advise the Governor on how the State, through its governmental agencies and non-governmental organizations, can position the state favorably for the next BRAC process. The Commission can be helpful in recognizing and assessing BRAC criteria for realigning and closing installations and suggesting ways the State can ensure installations score high on the BRAC criteria.
5. Identify and publicize "best practices" from other military community states for policies and actions that promote military base sustainability.

GOAL 2. ECONOMIC DEVELOPMENT

Identify and support economic development organizations and initiatives that focus on leveraging the military and other business opportunities to help create jobs and expand defense and homeland security related economic development activity in North Carolina.

Objectives:

1. Develop and strengthen relationships of the ACMA, with the NC Department of Commerce, and with other military interest organizations including the
 - North Carolina Commander's Council (NCCC)
 - NC Military Foundation (NCMF)
 - NC Military Business Center (NCBC)
 - NC Defense Business Association (NCDBA)

- Marine Corps Installations East (MCI-East)
 - Fort Bragg Regional Alliance (FBRA)
 - Regional Land Use Advisory Council (RLUAC)
 - United Service Organization-North Carolina (USO-NC)
 - Fleet Readiness Center-East (FRC-East)
 - Military Growth Task Force-Eastern Region (MGTF-ER)
2. Support initiatives and programs in the state organized to leverage military and other business opportunities that create jobs, increase the tax base, expand the state economy and enhance the quality of life in North Carolina.
 3. Enhance the state's available workforce for expanding and relocating industry by supporting initiatives, programs, organizations, and legislation intended to retain transitioning military personnel and family members in the state.
 4. Identify and publicize "best practices" from other military community states for policies and actions that promote job creation, and expansion of defense and homeland security related economic development.

GOAL 3. Quality of Life/Community Affairs

Promote mutual understanding and support between and among the installations, adjacent communities, state and federal government, and the general public for their role in working with military families.

Objectives:

1. Promote initiatives, programs, organizations, and legislation that protect and enhance benefits for active duty personnel and their families.
2. Promote efforts that improve the quality of public education available to military families, with emphasis on meeting their special needs.
3. Encourage special support for service members at the local level for communities interested and involved in helping their families during deployments and upon their return to North Carolina installations.
4. Encourage ways to dramatize and increase awareness by the media, public, businesses and legislators for supporting the military, and demonstrate the State of North Carolina's strong support for the military.
5. Identify "best practices" from other military community states for policies and actions that will promote an enhanced quality of life for military service personnel and their families.

Goal 4: Clarify and strengthen the ability of the Commission to carry out its functions and coordinate and leverage efforts among military interest groups to promote base sustainability, economic development, and quality of life goals.

Objectives:

1. The Commission, working through the Chair, committee chairs and others as appointed, will devise plans to evaluate, improve, organize and carry out its functions including information gathering, meetings, presentations, and execution of its duties to advise the Governor.
2. The Commission will define how to work with cabinet level offices and other state agencies to carry out the provisions and spirit of Executive Order 124 “Protecting Military Installations By Ensuring the Compatibility of State Action with Military Needs.”

The North Carolina Advisory Commission on Military Affairs (referred to as the “Military Affairs Commission” or “Commission”)

Information on the Commission’s Purpose, Goals, Membership and Processes

1. **Purpose:** The NC Advisory Commission on Military Affairs was established in 2001 by NC General Statutes 127C, to “Advise the Governor and the Secretary of Commerce on protecting the existing military infrastructure in this State and to promote new military missions and economic opportunities for the State and its citizens”.¹ The role of the Commission was validated by Executive Order 124, which directed the Department of Commerce, DENR, the Department of Transportation and the Department of Public Safety to specifically work with the NC Commanders Council and the NC Advisory Commission on Military Affairs to identify issues that could affect the compatibility of development with military installations and operations. The roles of the Commission are:
 - a. Strategic planning to recommend actions to support the long term viability and prosperity of the military presence in NC.
 - b. Advise the Governor on specific issues that could negatively affect protecting our military installations, quality of life and economic development.
 - c. Directly assist the installations by coordinating with commanders, communities and state and federal agencies on their top issues and priorities that may require state coordination and assistance.
 - d. Advise the Governor on how to protect the installations of this state from any future defense budget cuts, base realignment or closure (BRAC), or other military downsizing.
 - e. Support ways to improve and positively affect economic development, education and civilian jobs opportunities for military personnel in NC.
 - f. Promote initiatives to improve the quality of life for military personnel and their families, military retirees and Veterans.
 - g. Sponsor studies on the economic impact of the military in North Carolina, (estimated at \$23.4 Billion annually in 2008), and increase public awareness of the positive impact of a large military presence.
 - h. Support economic development initiatives, especially those with dual purpose, such as “Feed and Fuel the Forces” and NC’s Working Lands Group.
 - i. Support Environmental and Sustainability initiatives such as the Southeast Regional Partnership for Planning and Sustainability (SERPPAS); the Army’s Compatible Use Buffer Program (ACUB); the Working Lands Group; Regional Environmental Protection Initiative (REPI) and other initiatives.
2. **Membership:** The Commission consists of 21 voting members who serve on the Executive Committee, and 17 ex officio members who serve by reason of their positions.
 - a. This Commission has a unique membership that represents communities, military installation commanders, state agencies, and educational institutions. Such a

¹ NC General Statutes 127c

membership facilitates an in-depth interaction between and among key players, entities and parties that play critical roles and have the expertise to address the issues, problems and opportunities that are at the heart of the role of the Commission.

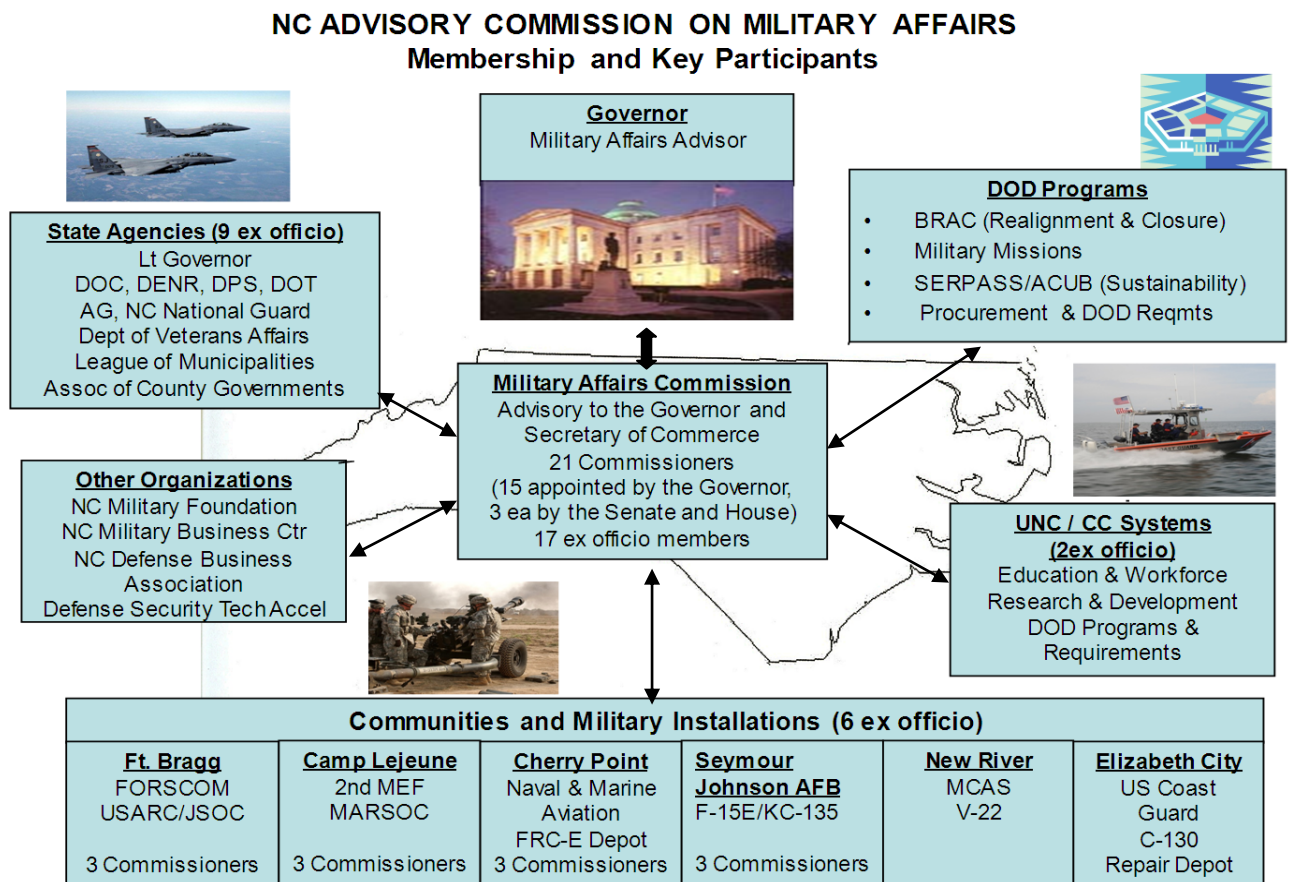
- b. Fifteen of the commissioners are appointed by the Governor, three each from the communities of Jacksonville, Havelock, Goldsboro and Fayetteville, and three at-large; three by the President Pro Tempore of the Senate; and three by the Speaker of the House of Representatives.
 - c. Ex Officio members consist of: the Lieutenant Governor; Secretary of Commerce; Secretary of Public Safety; Secretary of Transportation; Secretary of Energy and Natural Resources; Commanding General, 18th Airborne Corps Commander, Fort Bragg; Commanding General, MCB Camp LeJeune; Commanding General, MCAS Cherry Point; Commander 4th FW, Seymour Johnson AFB; Commander 43rd Airlift Group, Pope Field; Commander, Coast Guard Elizabeth City; Adjutant General, NC National Guard; Executive Director, League of Municipalities; Executive Director, NC Association of County Commissioners; Assistant Secretary for Veterans Affairs; the President of the University of NC; the President of the NC Community College System.
3. **Background:** North Carolina has declared a goal to be the “most military friendly state in the country.” As such, it is of paramount importance to the future of NC’s military presence to maintain the best possible relationship with all branches of the U.S. military and to promote practices that maintain North Carolina’s preeminent position as the best location for military bases and training installations.
- a. The military presence in NC constitutes the third largest of any state in the country with six major DOD/DHS installations located at Fort Bragg; Camp LeJeune; Cherry Point MCAS; Seymour Johnson AFB; New River MCAS; and Coast Guard Station, Elizabeth City, as well as other DOD/DHS activities, organizations and properties.
 - b. The 2005 BRAC Commission illuminated the very competitive process for selecting installations for downsizing or expansion, realignment, or closure. During the past two BRAC processes, the number one criteria for closing an installation was the degradation or loss of training space resulting from incompatible land use.² Protecting our military installations is a high priority for the State and for this Commission, which will advise the Governor on actions and recommendations to avoid downsizing or loss of an installation, or degradation to training and readiness functions critical to national defense.

4. **Economic Impact:**

- a. The U.S. Military is the second largest sector of North Carolina’s economy, accounting for 8% of NC’s gross state product, which equated to **\$23.4 billion** in 2008 and is projected by NC DOC to increase to **\$26.5 billion** in 2013.

² BRAC Commission report, July 2005

- b. More than 416,000 individuals are either directly employed by the military or working in jobs providing goods or services that support the military's presence in NC.³
- c. In 2011, defense procurement contracts in NC exceeded **\$4.1 billion**, and businesses with defense related contracts operate in 87 counties in NC.⁴
- d. **\$2.1 billion** in statewide disposable income will be created through military activities
- e. Military construction contracts annual expenditure:
- f. **\$2.4 billion** in the SE Region; **\$3.8 billion** in the East Region



5. **Commission process and functions:** The unique make-up of the Commission facilitates identifying, coordinating and resolving issues, problems and opportunities through interaction of its members since they represent communities, military installations, state agencies, educational institutions, and veterans and governmental groups.

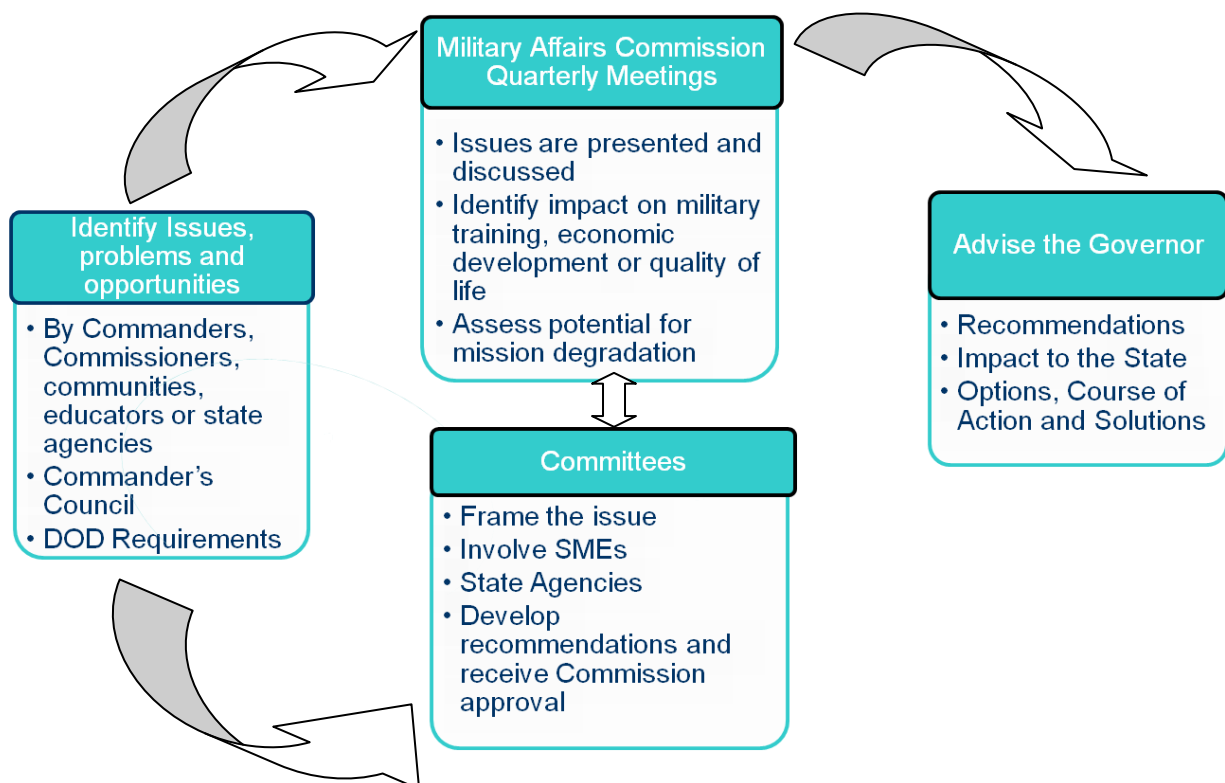
- a. Installation commanders have the opportunity to raise issues and identify problems directly with the Commission at the quarterly meeting, or through their community representatives who are Commission members, or through the

³ Executive Order 124

Commanders Council. The creation of the Commanders Council, which was inspired by the Commission, provides a forum for installation commanders to discuss issues among themselves to determine if there are unique or common problems to resolve that may require state assistance.

- b. Community representatives stay connected to issues, problems and opportunities through a variety of community/military entities, such as the Working Lands Group, the Fort Bragg Regional Alliance, the Eastern Regional Task Force, the Regional Land Use Advisory Council, Military Affairs Councils, Chambers of Commerce and others.
- c. State agencies can identify issues and conflicts with military training or incompatible land development to the Commission's committees or directly to the Commission at the quarterly meeting. Coordination with state and local agencies, businesses involved with the issues, and advocacy groups provides additional information and resources.
- d. Community colleges and universities work primarily at the local level with an installation's educational requirements, but there are issues that can be addressed and resolved through a discussion with the Commission's members. A graphic representation of the Commission process is shown below:

Figure 5.1: NC Military Affairs Commission Process.



6. **Committees, Coordination and Support:** The Commission is uniquely set up to coordinate and assess issues internally within its membership, and if the issue can't be resolved internally, to elevate the issues to State agencies or entities that are represented

on the Commission. Three standing committees were established to coordinate issues related to 1) protecting military installations and ranges; 2) quality of life for military personnel and their families; 3) and military related economic development opportunities. Executive Order 124 provides an excellent framework for this coordination to occur.

Examples of this coordination are:

- a. Assisted Department of Environment and Natural Resources (DENR) with data collection on compatible land use around installations, coordinating funding for purchasing of land and easements through State Trust Funds.
- b. Coordinating and supporting other sustainability programs around our installations: SERPPAS, ACUB, Working Lands Group and others.
- c. Supporting growth and success in organizations that support economic growth related to the military: NC Military Foundation; NC Military Business Center; NC Defense Business Association; Partnership for Defense Innovation and others.

7. Successes:

- a. Supported legislation for the NC National Guard, their members and families (e.g. pensions and family support programs and capital improvements of NG facilities).
- b. Coordinated State supplement to Morale, Welfare and Recreation (MWR) funds (and working to restore funding).
- c. Initiated and supported legislation improving quality of life with state licensing of military trained personnel, illegal drug use, motorcycle training, teachers and others.
- d. Brought attention to mission degradation of locating wind turbine farms under low level routes in NC that are incompatible with military training missions.
- e. Supported and coordinated programs to increase military spending in NC, such as the “Buy NC – Buy Local!” campaign.

8. Recommendations to the Governor:

- a. Support/lead initiatives to meet the stated goal of making NC the most military friendly state in the country.
- b. Continue to use the Military Affairs Commission to provide advice on military related issues for protecting our military installations, quality of life and economic development.
- c. Maintain the position of Military Affairs Advisor to the Governor.
- d. Encourage top level participation by ex-officio Commission members and state agencies and re-affirm Executive Order 124, ensuring the compatibility of State actions with military needs.
- e. Support and initiate initiatives to prepare for the next BRAC.
- f. Receive an update of top issues semi-annually by the Commission’s Chair, and as required by the Military Affairs Advisor.
- g. Promote initiatives to improve the quality of life for military personnel, their families, Veterans and separating military.

9. Summary:

- a. The NC Military Affairs Commission is unique in that it is the only body in the state that by law advises the Governor and the Secretary of Commerce on “protecting the existing military infrastructure in this State and promoting new military missions and economic opportunities for this State and its citizens”.
- b. This is the only State commission whose membership represents communities, installation commanders, state agencies and education. Members are individually and collectively pleased to offer their service at no cost to the state.
- c. The Military Affairs Commission gives NC a clear channel to provide direct and objective advice to the Governor without fear or favor and provides a strategic “early warning” to consider threats, challenges, and opportunities to our military initiatives and interests.

Statute 127C

Advisory Commission on Military Affairs

§ 127C-1. Creation of the North Carolina Advisory Commission on Military Affairs.

There is created in the Office of the Governor the North Carolina Advisory Commission on Military Affairs to advise the Governor and the Secretary of Commerce on protecting the existing military infrastructure in this State and to promote new military missions and economic opportunities for the State and its citizens. (2001-424, s. 12.1.)

§ 127C-2. Membership.

(a) The North Carolina Advisory Commission on Military Affairs shall consist of 21 voting members, who shall serve on the Executive Committee, and 15 nonvoting, ex officio members who shall serve by reason of their positions.

(b) The Executive Committee shall be appointed as follows:

(1) Three members appointed by the Speaker of the House of Representatives, one of whom shall be a member of a recognized veterans' organization.

(2) Three members appointed by the President Pro Tempore of the Senate, one of whom shall be a member of a recognized veterans' organization.

(3) Fifteen members appointed by the Governor, consisting of:

a. Three representatives from the Jacksonville community.

b. Three representatives from the Havelock community.

c. Three representatives from the Goldsboro community.

d. Three representatives from the Fayetteville community.

e. Three public members from across the State.

(c) The following members, or their designee, shall serve ex officio:

(1) The Lieutenant Governor.

(1a) Secretary of Crime Control and Public Safety.

(2) Secretary of Commerce.

(2a) The Secretary of Transportation.

(2b) The Secretary of the Department of Environment and Natural Resources.

(3) Commanding General 18th Airborne Corps, Fort Bragg.

(4) Commanding General Marine Corps Base, Camp Lejeune.

(5) Commanding General Marine Corps Air Station, Cherry Point.

(6) Commander 4th FW, Seymour Johnson Air Force Base.

(7) Commander 43rd Airlift Wing, Pope Air Force Base.

(8) Commander of the U.S. Coast Guard Support Center, Elizabeth City.

(9) Adjutant General of the North Carolina National Guard.

(10) The Executive Director of the North Carolina League of Municipalities.

(11) The Executive Director of the North Carolina Association of County Commissioners.

(12) The Assistant Secretary for Veterans Affairs, Department of Administration.

(d) The Governor shall designate one member of the Executive Committee appointed pursuant to subsection (b) of this section to serve as chair. The Executive Committee shall elect four persons from amongst its membership to serve as vice-chairs.

(e) The terms of the members of the Executive Committee shall be as follows:

(1) The members initially appointed by the Speaker of the House of Representatives and the President Pro Tempore of the Senate shall serve terms ending on December 31, 2003.

(2) Seven of the members appointed by the Governor shall serve initial terms ending on December 31, 2002.

(3) Eight of the members appointed by the Governor shall serve initial terms ending on December 31, 2003.

Thereafter, all members shall serve two-year terms. (2001-424, s. 12.1; 2001-486, s. 2.9(a), (b); 2004-49, s. 1.)

§ 127C-3. Military Advisor.

The Military Advisor within the Office of the Governor shall serve as the administrative head of the Commission and be responsible for the operations and normal business activities of the Commission, with oversight by the Executive Committee. (2001-424, s. 12.1.)

§ 127C-4. Purposes.

The Commission shall have the following responsibilities and duties:

(1) Advise the Governor and Secretary of Commerce on how to strengthen the State's relationship with the military to protect the installations of this State from the results of any future defense budget cuts or military downsizing by providing a sound infrastructure, affordable housing, and affordable education for military members and their families, working to be viewed by national military leaders as the most military-friendly State in the nation.

(2) Develop a strategic plan to provide initiatives to support the long-term viability and prosperity of the military of this State that shall include, at least:

a. A comprehensive Economic Impact Study of Military Activities in North Carolina to be conducted by the North Carolina State University Department of Economics and the East Carolina University Office of Regional Development.

b. A Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis conducted by a professional strategic planning group on the current status of the military in North Carolina.

(3) Study ways to improve educational opportunities for military personnel in North Carolina.

(4) Assist in coordinating the State's interests in future activities of the Department of Defense.

(5) Promote initiatives to improve the quality of life for military personnel in this State. (2001-424, s. 12.1.)



EXECUTIVE ORDER 124

PROTECTING MILITARY INSTALLATIONS BY ENSURING THE COMPATIBILITY OF STATE ACTION WITH MILITARY NEEDS

WHEREAS, North Carolina is the home of six major Department of Defense (DOD)/Department of Homeland Security (DHS) installations: Coast Guard Station, Elizabeth City; Fort Bragg; Marine Corps Air Station Cherry Point; Marine Corps Air Station New River; Marine Corps Base Camp Lejeune; and Seymour Johnson Air Force Base as well as other DOD/DHS activities, properties and organizations; and

WHEREAS, the U.S. military is the second largest sector of North Carolina's economy, accounting for 8% of North Carolina's gross state product, worth \$23.4 billion, and more than 416,000 individuals are either directly employed by the military or working in jobs providing goods or services that support the military's presence in North Carolina; and

WHEREAS, defense procurement contracts in North Carolina exceeded \$4.1 billion in 2011, and businesses with defense related contracts operate in 87 of North Carolina's 100 counties; and

WHEREAS, North Carolina is committed to supporting and promoting the military within the state; and

WHEREAS, incompatible development of land close to a military installation can adversely affect the ability of such an installation to carry out its mission; and

WHEREAS, many military installations also depend on low altitude aviation training, which could be adversely affected by development; and

WHEREAS, the continued long-term military presence in North Carolina is directly dependent on DOD/DHS's ability to operate not only its installations but also its training and other readiness functions critical to national defense; and

WHEREAS, it is, therefore, of paramount importance to the future of North Carolina to maintain the best possible relationship with all branches of the U.S. military and to promote practices that maintain North

Carolina's preeminent position as the best location for military bases and training installations; and

WHEREAS, to those ends, it is critical for all North Carolinians, all North Carolina businesses, all sectors of North Carolina's economy, and especially all branches and agencies of North Carolina's state and local governments to be knowledgeable about not only the military's presence and contributions to our state but also of the military's special and unique requirements that are critical to carrying out its national defense mission;

WHEREAS, North Carolina also seeks to promote the economic development, growth, and expansion of other industries within the state, such as the agriculture/agribusiness industry, the renewable energy industry, the tourism/outdoor recreation industry and the fisheries industry; and

WHEREAS, North Carolina has a vested economic interest in the preservation and enhancement of land uses that are compatible with military activities; and

WHEREAS, it is equally critical that activities of state agencies be planned and executed with full awareness of and sensitivity to their actual and potential impacts on the military; and

WHEREAS, the usefulness of such operational awareness is directly dependent on the timely exchange of information between all potentially affected parties at the earliest possible phase of any agency activity; and

WHEREAS, it is important for state agencies and local governments to consider the needs of our military installations, missions, and communities in their economic development activities.

NOW, THEREFORE, pursuant to the authority vested in me as Governor by the Constitution and laws of the State of North Carolina, **IT IS ORDERED**:

Section 1.

The Secretary of each Cabinet Agency shall designate a Military Affairs Awareness Coordinator, whose responsibilities shall include:

- a. Staying informed of the workings and activities of the North Carolina Advisory Commission on Military Affairs and maintaining regular and effective communications with its administrative head, the Governor's Military Advisor;
- b. Staying informed of the workings and activities of the North Carolina Commanders' Council and maintaining regular and effective communications with its North Carolina communications portal, the Department of Environment and Natural Resources ("DENR") Military Liaison and the Governor's

Military Advisor;

- c. Becoming familiar with the North Carolina Working Lands Group and its implementation of the Governor's Land Compatibility Task Force Report;
- d. Becoming familiar with the operations of his/her own agency as it could impact military readiness and training;
- e. Regularly informing his/her Secretary of any military readiness or training concerns which could impact, or be impacted by, any of his/her Agency's activities or plans;
- f. Regularly informing the Governor's Military Advisor of any military readiness or training concerns which could impact, or be impacted by, any of his/her Agency's activities or plans;
- g. Regularly informing the North Carolina Commanders' Council, through the Governor's Military Advisor and the DENR Military Liaison, of any military readiness or training concerns which could impact, or be impacted by, any of his/her Agency's activities or plans; and
- h. Regularly informing any other state or local agency of any military readiness or training concerns which could impact, or be impacted by, that agency's activities or plans.

Section 2.

All Cabinet Agencies shall:

- a. Cooperate with military installations and missions to encourage compatible land use, help prevent incompatible encroachment, and facilitate the continued presence of major military installations in this state;
- b. Notify the commanding military officer of a military installation and the governing body in affected counties and municipalities of any economic development or other projects that may impact military installations;
- c. Obtain knowledge of military requirements within local communities and throughout the State;
- d. Ensure that appropriate training on the requirements of military installations, missions, and communities is provided for staff members and others who work in the areas of land use planning, infrastructure siting, permitting, or economic development;
- e. Ensure that land use planning activities take into account the compatibility of land near military

installations;

f. Adopt processes to ensure that all agency planning, policy formulation, and actions are conducted with timely consideration having been given to relevant military readiness or training concerns, and with appropriate communications with all potentially affected military entities, including the entities listed in Section 1(a) and 1(b);

g. Collaborate with applicants for grants, site selection, permits or other agency actions to avoid adverse impacts on military readiness or authority and incompatible land uses; and

h. Share information and coordinate efforts with the North Carolina congressional delegation and other federal agencies, as appropriate, to fulfill the objectives of this Executive Order.

Section 3.

The Department of Commerce, DENR, the Department of Transportation, and the Department of Public Safety are specifically directed to work with the North Carolina Commanders' Council and the Advisory Council on Military Affairs to identify issues that could affect the compatibility of development with military installations and operations. Representatives from each aforementioned department shall coordinate with the Governor's Military Advisor regarding any issues identified.

Section 4.

The Secretary of the Department of Commerce and the Secretary of DENR are directed to work with the other cabinet agencies and other interested stakeholders to reexamine existing efforts, and to formulate new initiatives, designed to further the objectives set out in this Executive Order.

Section 5.

The heads of each Council of State Agency and all other state agencies, including boards and commissions, are encouraged to take the actions outlined above in Sections 1 and 2.

Section 6.

Local governments whose communities are affected by military installations are strongly encouraged to adopt criteria and address compatibility of lands adjacent to or closely proximate to existing military installations in their land use plans. Local governments are also strongly encouraged to comply with the provisions of Section 2 of this Executive Order.

Section 7.

This Executive Order is effective immediately. It supersedes and replaces all other executive orders on this subject. It shall remain in effect until rescinded.

IN WITNESS WHEREOF, I have hereunto signed my name and affixed the Great Seal of the State of North Carolina at the Capitol in the City of Raleigh, this 18th day of August in the year of our Lord two thousand and twelve, and of the Independence of the United States of America the two hundred and thirty-seventh.

(s) Beverly Eaves Perdue, Governor

(s) Elaine F. Marshall, Secretary of State

NC Advisory Commission on Military Affairs

Committee Suggested Guidance: Roles, Duties and Responsibilities

Organization and Process –How the Commission Deliberates, Reviews and Develops its Recommendations

The Commission was established by General Statute 127C and organizationally located in the Office of the Governor. Originally, the Governor’s Military Advisor, also within the Office of the Governor, was designated as the administrative head of the Commission, “responsible for the operations and normal business activities of the Commission, with oversight by the Executive Committee.” Historically, and as a practical budget matter, the Governor’s Military Advisor functions mainly as a liaison between the Governor’s Office and the Commission. With no formal agreement, but by precedence and budget-wise, part time administrative duties leadership and coordination for the Commission are routinely handled from the Department of Public Safety, National Guard Division. However, it is essential to the effectiveness and success of the Commission that the Military Affairs Advisor be involved, consulted and looked to for advice, guidance, communications and assistance on all aspects of the Commission’s business.

Roles and Responsibilities

Commission—Composed of 21 voting members appointed by the Governor, Speaker of the NC House, and President Pro-tem of the NC Senate, plus the 17 ex-officio members, the Commission meets periodically to review issues and develop recommendations to the Governor and Secretary of Commerce on ways to protect, enhance, and increase military operations in North Carolina.

Commission Chair—Appointed by the Governor, this position is the leader and principal spokesperson of the Commission, chairs the meetings, and determines direction of the Commission, in consultation with the members.

Vice-chair—There are four vice-chairs elected by the Commission voting membership. Traditionally these positions represent chairs of the subject standing committees or have other leadership roles as directed by the Chair.

Executive Steering Group—An internal division of the Commission that includes the Commission Chair, the Governor’s Military Affairs Advisor, the Commission’s Executive Staff Director, four vice-chairs, and the Commission’s NC Commanders Council representative. This group plans and coordinates the actions of the Commission toward the mission of advising the Governor and Secretary of Commerce. The ESG is not a substitute for Commission deliberation or action, however, at the direction of the Commission Chair, the ESG may act on behalf of the Commission in instances when representation, decisions or actions are required on short notice.

Executive Committee—The language of the enacting legislation refers to the 21 voting members of the Commission, appointed by the Executive and Legislative Branches, as the Executive Committee, and distinguished from the remaining 17 ex-officio members.

Committees—The Commission has three standing committees: Military Base Sustainability, Economic Development, and Quality of Life (which includes an Education Sub-committee). These groups meet to identify, discuss and develop issues for deliberation by the Commission.

Community Delegations—Designated individuals who meet with installation commanders or the Commanders Council to capture issues, problems, priorities and opportunities and present appropriate issues to the three Committees for tracking or further action.

Executive Staff Director—This part time position is the day-to-day coordinator of activities for the Commission, working with the Commission chair, committees, and members for meetings, communications and reporting, and is the principal source for records and institutional knowledge on the workings of the Commission.

Governor's Military Affairs Advisor—Acts as an advisor to the Commission and as a liaison to the Governor, Secretary of Commerce, and cabinet level state agencies.

Installation Commanders—As the leadership for their military base, commanders are asked to interact and advise Commission members on issues of interest to their local bases and possible assistance in resolution of problems relating to the communities and the State.

Commanders Council—This group is comprised of the commanding officers of each of the six military bases in North Carolina, and was formed to identify, discuss and explore practical solutions to problems they share in common, relating to external relations with the state and localities they operate in. If appropriate, some of their recommendations may be referred to the Commission for assistance in resolution.

Commission's Representative to the Commander's Council—A member of the Commission appointed by the Chair to provide liaison between the Commission and the Commanders Council, providing communications and a resource to the standing committees and the Executive Steering Group.

State Agencies—A number of state cabinet level agencies are represented on the Commission as ex-officio members. In addition, in 2012 by Executive Order 124, each state cabinet level department was directed to designate a Military Affairs Awareness Coordinator, to be aware of and advise the Commission on agency matters that could affect the military in North Carolina.

Associated Organizations and Military Interest Groups—Non-governmental and non-profit organizations whose purpose is to promote economic development, planning coordination, or quality of life issues that benefit military personnel or efforts in the state.

Overall Direction to Committees

The Commission strives to meet its purpose for creation and maintain relevance to its constituent, which is ultimately the Governor. In that respect, the Commission seeks to gain information through communications and coordination with people and groups who know firsthand the problems, challenges and opportunities facing the military installations in North Carolina. These include military installations, state agencies, military interest groups and others who are subject matter experts on military base sustainability, economic development and quality of life.

Committees and committee chairs are expected to have direct engagement with installation commanders and with the Commanders Council to determine their top issues, problems and priorities that may require state coordination and support from state and federal agencies and other organizations and work through the Commission to find solutions that support installation needs. In that respect, the Commission's representative to the Commission can provide an additional resource.

Supporting actions:

1. Each major military installation in North Carolina will be represented by Commission members who are designated as the Commission's Community Delegation for those installations. Commissioners appointed by the Governor to represent a specific community will serve in this role and at-large Commissioners may volunteer or be designated to coordinate with the other military installations. Community Delegations will capture issues, problems, priorities and opportunities and present appropriate issues to the three Committees for tracking or further action.
2. Community Delegations are encouraged to meet with installation commanders at least once a quarter and prior to the full Commission meeting to identify their top issues, problems and priorities and report these issues to the appropriate committee. The process of contacting installation commanders should be coordinated and scheduled with each commander's office. To avoid multiple contacts, the Community Delegation should designate one individual to coordinate meetings with installation commanders.
3. Community Delegations should be aware of other actions in their communities that may affect the sustainability, quality of life and military-related economic development opportunities in their communities. Maintaining relationships and communications with local governments and other military related organizations is encouraged.
4. Ensure that issues, problems, priorities and opportunities are captured and tracked by the Commission and effectively coordinated and communicated between the Community Delegations, Committees, the full Commission, state agencies and other partners. Interaction with state agencies should be in accordance with Executive order 124.
5. Issues identified by the Community Delegations, Commander's Council, state agencies, or through other sources should be addressed through the Sustainability, Quality of Life or Economic Development Committees. These standing committees should frame the issues or problems, receive and review related information, and make an initial determination of the severity and potential courses of action to resolve the problem. Ex-officio members

from state agencies are encouraged to attend these committee meetings and be involved in these initial discussions.

Military Base Sustainability Committee

Supporting Actions:

1. At least once each quarter and prior to the full Commission quarterly meeting, members of the Sustainability Committee will meet to assess information from installation commanders, communities or state agencies to determine if there are any new threats, issues or problems associated with military installations or missions and to review the status of existing issues. The Sustainability Committee will make an initial determination as to the severity of the threat and if issues require full Commission and state level coordination.
2. The Sustainability Committee should develop and maintain a comprehensive and accurate list, updated quarterly, of actual or potential threats to military installations that include incompatible development, encroachment or other activities, construction, developments, environmental issues or initiatives that could adversely affect military training and other missions. The status of each potential or actual threat should be maintained and progress toward resolution, recommendations or other actions should be tracked.
3. The Sustainability Committee will consist of Commission members, voting and ex-officio members, that includes community representatives, installation commanders and state agencies who work together to consider threats that have been identified and to determine the severity and possible courses of action to protect military installations and missions.
4. The Sustainability Committee should interface on germane subject issues with related state agencies, such as the NC Department of Environment and Natural Resources (DENR) and the NC Department of Agriculture and Consumer Services for environmental or compatible land use issues, the NC Department of Transportation on roads and infrastructure issues, and other groups or agencies as needed, to learn more about problems and potential solutions that have been identified.
5. The Sustainability Committee should maintain awareness of initiatives, state and federal programs, and other activities that may impact the sustainability of military installations in North Carolina, and determine the applicability of these programs to all installations in the state, and report these findings to the Commission. Ultimate recommendations and advice to the Governor will normally be generated through committee actions for review working with the Executive Steering Group and the full Commission.
6. The Sustainability Committee should develop and maintain relationships with local, regional, state and federal agencies and organizations that assist with protecting military installations and improving infrastructure.

7. The Sustainability Committee should consult with state governments, national military-interest organizations, military communities, individuals and military leaders, retired and active, to identify policies and actions that promote protecting military installations, training ranges and low level training routes. These will be used to develop recommendations for consideration by state agencies and the Governor for implementation in North Carolina.

Economic Development Committee

Supporting Actions:

1. At least once each quarter and prior to the full Commission quarterly meeting, members of the Economic Development Committee will meet to determine if there are any new economic opportunities associated with military installations or missions and to review the status of existing issues. The Economic Development Committee will make an initial determination if opportunities require full Commission and state level coordination.
2. The Economic Development Committee should develop and maintain a comprehensive and accurate list, updated as needed, of current economic development initiatives and ideas for economic development opportunities affecting the military and military-related community.
3. The Economic Development committee will consist of Commission members, voting and ex-officio members that may include community representatives, installation commanders and state agencies who work together to consider initiatives that promote economic development for military bases, families, and NC companies doing business with Defense and Homeland Security agencies. The Committee should determine if State resources may be required to support new military missions, such as additional range space.
4. The Economic Development Committee should maintain liaison with the NC Department of Commerce and, as needed, with other local, regional, state and federal agencies and organizations to keep aware of military and defense related economic initiatives and programs that promote supporting and expanding DOD programs within the State. Ultimate recommendations and advice to the Governor will normally be generated through committee actions for review, working with the Executive Steering Group and the full Commission.
5. Coordinate with other government and non-government agencies such as the Governor's Task Force on Transitioning Military, the NC Department of Labor, Employment Security, and Veterans Affairs to determine what actions the Commission can support to employ transitioning military members in North Carolina.

6. The Economic Development Committee should consult with state governments, national military-interest organizations, military communities, individuals and military leaders, retired and active, to identify policies and actions that promote economic development opportunities for NC military bases, families, and the military related businesses. These will be used to develop recommendations for consideration by state agencies and the Governor for implementation in North Carolina.

Quality of Life Committee (with Education Subcommittee)

1. At least once each quarter and prior to the full Commission quarterly meeting, members of the Quality of Life Committee will meet to determine if there are any new issues or problems that may affect the quality of life for military members and their families and to review the status of existing issues. The Quality of Life Committee will make an initial determination if issues require full Commission and state level coordination.
2. The Quality of Life Committee should develop and maintain a comprehensive and accurate list, updated as needed, of current and potential ideas and programs for improving understanding and support between the military installations and the adjacent communities and to improve the quality of life for military members and their families, retirees and veterans who live in North Carolina.
3. The Quality of Life Committee will consist of Commission members, voting and ex-officio members, that includes community representatives, installation commanders and state agencies as needed, to determine and develop initiatives to promote improved conditions.
4. The Quality of Life Committee should develop and maintain relationships and interface with local, regional, state and federal agencies, task forces and organizations (such as the appropriate state and federal departments for Education) concerning Education as they that relate to military life and opportunities.
5. The Quality of Life Committee should maintain awareness of initiatives, state and federal programs and other activities that may impact the quality of life for military installations and personnel, determine the applicability of these programs to all installations in the state and report these findings to the Commission. Ultimate recommendations and advice to the Governor will normally be generated through committee actions for review, working with the Executive Steering Group and the full Commission.
6. The Education Sub-committee should collect and provide information about programs and initiatives to the Quality of Life Committee and the Commission as required to achieve this objective in its subject area. The Education Sub-committee should consist of members from UNC, the Community Colleges, and the public school system.
7. The Quality of Life Committee should consult with state governments, national military-interest organizations, military communities, individuals and military

leaders, retired and active, to identify policies and actions that promote an enhanced quality of life for military service members and their families. These will be used to develop recommendations for consideration by state agencies and the Governor for implementation in North Carolina.

Executive Steering Group (ESG)

Supporting Actions:

The ESG is not a substitute for Commission deliberation or action. It is intended to function as the coordinative group for the Commission to facilitate the overall work of the Committees, provide strategic insight into the direction of the Commission, coordinate communications with outside agencies, and help prepare recommendations to the Governor and Secretary of Commerce. However, at the direction of the Commission Chair, the ESG may act on behalf of the Commission for unusual instances when representation, decisions or actions are required on short notice.

1. The ESG will meet as needed to assist the Commission Chair in facilitating communication, capturing and tracking problems, issues and priorities identified by the Committees, coordinate issues with the appropriate Commission members, state agencies, Community Delegations and other partners as required.
2. The ESG should maintain a list of issues that have been identified by the Committees for further actions or resolution by the Commission, and track the status of those issues. The ESG will provide oversight and process to identify, monitor, and track issues under review and prepare them for presentation, discussion and recommendation by the Commission. Working with the Commission Chair and Executive Staff, the ESG will help develop the Commission's meeting agenda and presentations, and Commission recommendations to the Governor and Secretary of Commerce.
3. The ESG will define the Commission's process for working effectively with the Governor's Military Affairs Advisor, and for working with cabinet level offices and other state agencies to carry out the provisions and spirit of Executive Order 124, "Protecting Military Installations by Ensuring the Compatibility of State Action with Military Needs."
4. The ESG will provide liaison to the Department of Commerce in its periodic update of the Economic Impact Study of Military Activities in NC. In that regard, the ESG will provide review and input as to issues that should be considered, explored and included in the study based on the work of the Commission.
5. The ESG will provide liaison from the Commission to the State's effort to study and plan for future military base realignment and closure (BRAC) actions periodically required by the Department of Defense.
6. As needed, the ESG will direct an update of the strategic planning process to develop recommendations and actions that support the long term viability and prosperity of the military presence in North Carolina.